

City of Redmond

Implementation and Community Indicators Program – FINAL DRAFT

The purpose of Redmond's Comprehensive Plan is to communicate the community's long-term values and aspirations and to guide the physical development of the City as well as certain aspects of its social and economic character toward these goals. The Comprehensive Plan is based on eight long-term goals, listed in the Goals & Vision Element of the Plan, and reprinted below:

- To conserve agricultural lands and rural areas, and to protect and enhance the quality of the natural environment.
- To retain and enhance Redmond's distinctive character and high quality of life, including an abundance of parks, open space, good schools and recreational facilities.
- To emphasize choices in housing, transportation, stores and services.
- To support vibrant concentrations of retail, office, service, residential, and recreational activity in Downtown and Overlake.
- To maintain a strong and diverse economy, and to provide a business climate that retains and attracts locally owned companies as well as internationally recognized corporations.
- To promote a variety of community gathering places and diverse cultural opportunities.
- To provide convenient, safe and environmentally friendly transportation connections within Redmond, and between Redmond and other communities for people and goods.
- To remain a community of good neighbors, working together and with others in the region to implement a common vision for Redmond's future.

Achieving community goals and turning Redmond's Comprehensive Plan into reality depend on consistent attention to implementation. To that end, this document, as called for in the Participation, Implementation, and Evaluation Element of the Comprehensive Plan, identifies actions that the City should take to ensure implementation of the Plan, and establishes indicators against which the City can measure progress toward the eight-long term goals.

Per policies in the Participation, Implementation, and Evaluation Element, this document identifies short- (0 to 2 years), mid- (2 to 5 years), and long-range (5 to 10 years) implementation actions needed to carry out the Comprehensive Plan. Implementation actions can include new

programs, regulatory updates, or capital investments. These actions can be thought of broadly as answering the question: “What does the City need to do to implement the Comprehensive Plan?”

Community indicators allow the City to measure progress on projects, programs, regulatory updates, or capital investment in a highly specific manner. For example, the City may measure the vacancy rate on commercial land in the City, or the amount of housing that qualifies as affordable. In either case, it is clear whether or not Redmond is making progress toward meeting community goals.

Naturally, the implementation actions and indicators reflect the reality that the City must set priorities based on feedback from citizens, stated strategies, mandated actions, and limitations on resources, all of which are dynamic inputs. As such, the implementation actions and indicators should be expected to change over time without losing their value as gauges of the community’s progress toward its vision.

Reports and Updates

The implementation actions and community indicators will be tracked through annual reports. The City will use these reports to provide information to the public and City officials about steps taken to implement the Comprehensive Plan and progress made toward community goals. The reports and related information will be readily available to the public through various sources, such as City Hall and the City’s web site.

The reports will serve several purposes. First, they will help the City to identify needs such as regulatory updates, new programs, or capital investments in order to more effectively achieve community goals. Second, the reports will contribute to an improved understanding of the Redmond community. Finally, the reports will help inform updates to the Comprehensive Plan, providing information regarding trends or changed circumstances that can be used to keep the Plan current and useful.

The implementation actions will be reviewed on an annual basis so that completed or unnecessary actions can be removed, new actions can be added, and timeframes can be adjusted. The community indicators will be reviewed to make adjustments for data that is missing, difficult to obtain, irrelevant, or otherwise requiring change. All such changes will need to show consistency with Comprehensive Plan policies and goals.

Section 1: Implementation Actions

This section lists Implementation Actions for the next ten years. Each action derives from an element of the Comprehensive Plan or City Council recommendations from their 2004 strategic plan. Abbreviations in the source column represent Comprehensive Plan elements. The abbreviations are as follows:

- FW: Goals, Vision, and Framework Policy
- NE: Natural Environment
- SMP: Shoreline Master Program
- LU: Land Use
- HO: Housing
- NP: Neighborhood Planning
- UT: Utilities
- CF: Capital Facilities
- HS: Human Services
- PR: Parks, Recreation, and Arts
- CC: Community Character and Historic Preservation
- TR: Transportation
- DT: Downtown
- A: Annexation and Regional Planning
- EV: Economic Vitality
- PI: Participation, Implementation, and Evaluation

The table also identifies the type of action, [the status of work on the action](#), and the estimated time period for completion from the point at which the [implementation](#) program is established. A variety of types of actions are included in the table, such as regulatory updates and reviews, program development, and capital projects and investments. Time periods reflect considerations such as the amount of time needed to complete the action, availability of staff and financial resources, and whether there is a necessary sequence relative to other actions.

<i>Implementation Action</i>	<i>Status</i>	<i>Short-term (0-2 yrs.) 2005-07</i>	<i>Medium-term (2-5 yrs.) 2007-10</i>	<i>Long-term (5-10 yrs.) 2005-15</i>	<i>Source</i>	<i>Action Type</i>
Identify and complete 4 new enhancements to community gathering places			X		CC-5,6	Capital projects and investment
Construct Bear Creek Parkway extension	Under-way		X ¹		DT-34	Capital projects and investment
Transform Redmond Way and Cleveland Street into two-way streets, incorporating streetscape improvements	Planned – DTP Action Agenda		X ¹	<u>X</u>	DT-34	Capital projects and investment
Design and construct a connection between Marymoor and Town Center for bicyclists and pedestrians	Planned – TMP Build-out			X	DT-45	Capital projects and investment

¹ Question from Councilmember: is the estimated time for completion reasonable for construction of Bear Creek Parkway extension and couplet conversion? Staff confirmed Bear Creek Parkway timing is ambitious but reasonable, and noted couplet conversion could take longer.

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Complete redevelopment of the Downtown Park and Ride site into a transit-oriented development in partnership with transit agencies	Under-way		X		DT-57	Capital projects and investment
Enhance City entrances as part of the wayfinding effort			X		DT-48,60, CC-13	Capital projects and investment
Develop an HCT station in the vicinity of the SR 520/SR 202 interchange	Study under-way			X	DT-11, Council	Capital projects and investment
Identify and build 10 new neighborhood pedestrian connections, developing sidewalks, trails and other pathways	Under-way	<u>X²</u>	X		CC-23, Council	Capital projects and investment
Based on community input gathered through the neighborhood planning process, implement new features in existing or new City parks for the purpose of community building and <u>broadening enhancing³</u> park amenities.	Under-way	X			PR-14, NP-3	Capital projects and investment
Publicize the Historic Landmark registry and nomination process	Under-way	X			CC-37	Community awareness and participation
Publish photos and stories about Redmond's historic landmarks to the web	Under-way	X			CC-51	Community awareness and participation
Prepare information on public sector financing for area businesses		X			EV-18	Community awareness and participation

² Change in response to comment from Councilmember that work on this action is underway now.

³ This draft of the document includes this and several other edits for clarity in response to Councilmember comments.

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Publish a guide for developers identifying ways to make developments pedestrian, bicycle, and transit friendly			X		LU-7	Community awareness and participation
Make critical areas maps easily accessible through the City's website		X			NE-7, Introduction	Community awareness and participation
Evaluate the City's current environmental outreach efforts with the community on environmental issues , and update as needed.		X			NE-7 Council	Community awareness and participation
Promote neighborhood entries on Derby Day, with the City awarding a prize for best neighborhood entry		X			FW-41, Council	Community awareness and participation
Develop and carry out a strategy for publishing additional Planning Commission documents to the web	Under-way	X			PI-7, UT-73	Community awareness and participation
Explore opportunities to create an interactive on-line forum for City and citizen communication on community issues	Under-way	X			PI-6, 8	Community awareness and participation
Prepare a demographics report every five years, including parameters such as age and income, for the purpose of understanding changes in the community as they relate to Comprehensive Plan implementation and updates			X		PI-15	Community awareness and participation
Complete all annexations north of NE 124 th St. within the City's Potential Annexation Area				X	A-8	Interjurisdictional projects

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Obtain an inventory of King County equestrian trails east of Redmond in order to maintain trail connections		X			A-20	Interjurisdictional projects
Work with King County to develop an equestrian district east of Redmond				X	A-20	Interjurisdictional projects
Identify with King County means for upgrading deficient roads or bridges in Redmond's Potential Annexation Area		As needed			A-3	Interjurisdictional projects
Reach out and meet with neighboring cities to identify common intersections		X			A-1, Council	Interjurisdictional projects
Develop an interlocal agreement with at least one city to consolidate at least one additional specific city service		X			FW-45, Council	Interjurisdictional projects
Publish a quarterly regional issues executive summary focusing on long-term strategic issues		X			FW-45, Council	Interjurisdictional projects
Complete all annexations south of NE 124 th St. <u>and east of 132nd Avenue NE</u> within the potential annexation area	Under-way	X			A-12, Council	Interjurisdictional projects
Periodically meet with school district officials to ensure that Redmond retains an environment conducive to exceptional K-12 education, as well as to identify barriers to, and opportunities for, enhancing K-12 education		X			EV-11	Interjurisdictional projects
Participate in countywide planning efforts to complete the Ten Year Plan to End Homelessness	Under-way	X			HS-3, HO-22	Interjurisdictional projects
Pursue annexation of Marymoor Park <u>land (i.e., not operations)</u>	Depends on County		X		PR-38	Interjurisdictional projects

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Update functional plans (utilities, etc.) to carry out the Comprehensive Plan updates	Under-way	X			CF-5	Plan update/ review
Prepare a new Financial Functional Plan in accordance with Comprehensive Plan guidelines	Planned – '05 to '06 work	X			CF-8	Plan update/ review
Update the capital improvement strategy for the Downtown		X			DT-7	Plan update/ review
Complete Watershed Action Plans for City watersheds		X			NE-65	Plan update/ review
Develop a policy of City environmentally supportive practices	Done Policies adopted; actions to follow; are listed on pages 9 and 17⁴	X – Done			NE-2,3, Council	Plan update/ review
Adopt Transportation Master Plan, including modal plans	Under-way	X			TR-13	Plan update/ review
Create an interdepartmental public places workgroup to facilitate communication among City departments regarding creation and enhancement of community gathering places.		X			PR-10, DT-15, CC-6, 7	Process development
Develop a process to promote awareness of potential impacts among residents considering a home near manufacturing areas		X			LU-12,13	Process development
Develop Refine at the neighborhood planning process model	Under-way	X			NP-1	Process development

⁴ In response to Councilmember comment, clarify that policies are adopted, but additional actions are needed to carry out policies.

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Establish a procedure for periodic evaluation and refinement of public involvement methods		X			PI-9	Process development
Define specific goals and efforts for encouraging pedestrian activity and informal gathering places in the Downtown		X			DT-17	Program development
Organize an ad hoc task force on the efficient provision of services					FW-28, Council	Program development
Partner with business community to create and implement a parking development and management program for the Downtown			X		DT-32	Program development
Develop a comprehensive wayfinding program for Downtown, including identifying Gateways	Under-way	X			DT-17,20	Program development
Create a program to promote voluntary developer compliance with affordable housing goals	Planned – '05 to '06 work	X			HO-32	Program development
Develop a program to help educate builders and employers about housing incentives	Planned to start – '05 to '06 work	X	X		HO-43	Program development
Develop a program to encourage development of housing in the Downtown and Overlake Centers			X		HO-17, DT-2, LU-43	Program development
Launch the Social Enterprise project (e.g., Overlake Transit Center food service)	Under-way	X			HS-6	Program development
Grow and replicate the Social Enterprise project (e.g., Overlake Transit Center food service)	Planned		X		HS-6	Program development

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Participate in the sub-regional planning process for developing recommendations to create and improve access and efficiency of services for immigrant and refugee communities living on the Eastside.	Under-way	X			HS-3	Program development
Complete the implementation framework for the wellhead protection program	Under-way		X		NE-33, LU-52	Program development
Develop and establish a shoreline implementation program	Planned – start in '05	X	X		NE-68	Program development
Establish a wetland mitigation banking program			X		NE-60	Program development
Develop a strategy for converting appropriate City vehicles to alternative fuels		X			NE-2, UT-69, Council	Program development
Establish an annual program providing opportunities for citizens throughout the City to learn about local government and community issues	Under-way at neighborhood level	X			PI-6	Program development
Establish a program to pursue private dedication of arts for public areas			X		PR-8	Program development
Consider other items on the Housing Initiative list and take action to implement them	Planned – '05 to '06 work	X			HO	Program implementation
Monitor the federal budget process for decision points related to funding for human services for which executive responses may be appropriate	Under-way	X			HS-6	Program implementation
Begin to carry out high priority actions as part of the Overlake Implementation Strategy			X		LU-43	Program implementation
Identify and prioritize stream daylighting opportunities throughout the City	Portions under-way	X	X		NE-68	Program implementation

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Develop a “green infrastructure” map for collecting and organizing data on Redmond’s open spaces so that the City can manage them, reviewing and updating management plans and policies as needed		X	X		NE- Introduc- tion	Program implementation
Formalize a strategic neighborhoods team as a point of contact for neighborhood concerns and as a resource for reviewing neighborhood plans	Under- way	X			NP-9	Program implementation
Identify locations where regional stormwater detention and treatment is feasible		X			UT-39	Program implementation
Review current annexation incentives and update regulations as necessary per the Comprehensive Plan	Planned – ‘05 to ‘06 work	X			A-12	Regulatory update/ review Program implementation
Review and update development regulations related to community character as needed, including: 1) building and site design to promote safe environments and superior urban design, 2) landscape standards, 3) standards to encourage maintenance of the City’s green character, and 4) sign code	Portion is under- way		X		CC-18, 21, 22	Regulatory update/ review
Update development regulations to allow agricultural related facilities such as small winery operations in low-density zones	Planned – ‘05 to ‘06 work	X			CC-4, LU-61	Regulatory update/ review

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Set standards for Downtown streetscapes to promote aesthetic appeal and reinforce the identity of each of the districts			X		DT-31	Regulatory update/ review
Review development regulations and design standards for Downtown Districts and update as necessary	Under-way	X			DT-several policies	Regulatory update/ review
Permit greater flexibility in bungalow use in Perrigo's Plat, and update design and streetscape standards for this area	Under-way	X			DT-65	Regulatory update/ review
Update the RCDG to allow consideration of 4-story mixed-use residential villages	Under-way	X			DT-49	Regulatory update/ review
Identify regulatory barriers to housing and amend as needed	Planned – '05 to '06 work	X			HO-1, 7, 26 to 28	Regulatory update/ review
Review process for residential permits and change it as needed to comply with Housing Element policies 26-28	Planned – '05 to '06 work	X			HO-26 to 28	Regulatory update/ review

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<p>Update City code and other regulations to:</p> <ul style="list-style-type: none"> Allow and encourage innovative and special needs housing through: <ul style="list-style-type: none"> An innovative housing ordinance Neighborhood plan updates Incentives for construction of accessory dwelling units and other forms of innovative housing Create incentives for affordable housing, like: <ul style="list-style-type: none"> Transfer of development rights Funding assistance via tax credit legislation Priority in development review process Density bonuses and waivers 	<p>Portions under-way, other portions planned for '05 to '06 work</p>	<p>X</p> <p>X</p> <p>X</p>			<p>HO-29 to 37</p> <p>HO-40 to 50</p> <p>LU-19, 27, 29</p>	Regulatory update/review

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<u>Periodically, Complete an evaluation of the effectiveness of the City's housing policies and regulations in meeting housing needs, and amend as needed</u>			X	X	HO-7	Regulatory update/ review
Review City regulations related to gravel and mining operations to determine if updates are needed			X		LU-54	Regulatory update/ review
Update zoning regulations (such as Residential, Neighborhood Commercial, Business Park, Overlake zones, and Manufacturing) as needed for consistency with Comprehensive Plan update, particularly the land use designation policies	Under-way	X			LU Several policies	Regulatory update/ review
Review regulations and update as needed to reflect emphasis on development in centers	Under-way	X			LU-43	Regulatory update/ review
Review and update regulations as needed to encourage redevelopment where suitable	Planned – '05 to '06 work	X			LU-5	Regulatory update/ review
Update design regulations and special site standards as needed to be consistent with Comprehensive Plan policies. Emphasis areas include residential development, neighborhood commercial, compatibility of redevelopment with its surroundings, and updates as needed to maintain appropriate transitions between employment and lower intensity uses.	Under-way	X			LU-9, 30,38,41, 49	Regulatory update/ review

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Update land-use regulations as needed to reflect changes in the nature and needs of the manufacturing sector	Planned – '05 to '06 work	X			LU-51	Regulatory update/ review
Consider updates to permitted use regulations to provide more flexibility for: 1) the location of human services, such as childcare and food banks, 2) needed facilities that serve the general public, 3) accessory support uses in office and commercial developments, and 4) complementary non-residential uses in residential zones	Planned – '05 to '06 work	X			LU-6, 14,15,28	Regulatory update/ review
Update TDR regulations, including removal of restriction on the percent of development rights that can move to any one neighborhood	Under-way	X			LU-19	Regulatory update/ review
Update other land use-related regulations as needed for consistency with the Comprehensive Plan updates	Under-way	X			LU-general	Regulatory update/ review
Review site regulations regarding design features for pedestrian, bicycle, and transit friendliness, and update them as needed	Planned – '05 to '06 work	X			LU-7	Regulatory update/ review
Update regulations that guide decisions on proposed amendments to the Comprehensive Plan and Development Guide to reflect updated policies in the following elements: Land Use (LU-9, 24), Housing (HO-19, 35), Economic Vitality (EV-19), Participation (PI-16).	Under-way	X			LU-9,24, HO-19,35, EV-19, PI-16	Regulatory update/ review

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Update stream and wetland maps to reflect data that is currently available and is more accurate critical area maps to include, as feasible, all areas in the City	Under-way	X			NE-12, Introduction	Regulatory update/ review
Periodically U update critical area maps to include, as feasible, all the City's Potential Annexation Areas and to reflect more accurate data as it becomes available			X	X	NE-12, Introduction, A-12	Regulatory update/ review
Review regulations and building code and update as needed, promoting build green and low impact development	Planned – begin as part of '05 to '06 work	X	X		NE-9,10, UT-7	Regulatory update/ review
Consider updates to the RCDG concerning: 1) minimum open space requirements, 2) incentives for outdoor plazas and squares, 3) concessions as an accessory use to parks, 4) and development of non-motorized connections within the City	Planned – '05 to '06 work	X			PR-2, 26,27,42	Regulatory update/ review
Update the City's concurrency regulations	Planned – '05 to '06 work	X			TR-3	Regulatory update/ review
If necessary, update street standards beyond what was done by the TMP. As part of task, evaluate whether updates are needed to encourage active urban streets, particularly in the Downtown.		X			TR-21, CC-26	Regulatory update/ review
Update utility related regulations and codes as needed to be consistent with Comprehensive Plan updates		X			UT	Regulatory update/ review

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Review and update as needed stormwater pond design standards to minimize adverse environmental impact while ensuring high quality aesthetic design		X			UT-13	Regulatory update/ review
Develop regulations that allow modification of street design standard when development incorporates the benefits of natural stormwater detention systems		X			UT-44	Regulatory update/ review
Undertake a review of the Community Development Guide to evaluate overall functionality, with the involvement of the business community and other resource people			X		PI-20	Regulatory update/ review
Identify needed road improvements in Redmond's potential annexation area		X			A-3	Resource identification or needs analysis
Identify and maintain gateways and scenic viewpoints	Identification portion planned for '05 to '06	X			CC-13,14, 20	Resource identification or needs analysis
Identify opportunities for P-Patch gardens and gardening classes so as to retain and encourage knowledge of and interest in sustainable agriculture and horticulture		X			CC-4	Resource identification or needs analysis
Identify streets for which "Great Streets" treatment would be appropriate		X			CC-25	Resource identification or needs analysis

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Identify existing and potential community gathering places and develop strategies for enhancing their sense of "place"		X			CC-5,6, Council	Resource identification or needs analysis
Identify surplus land appropriate for housing			X		HO-50	Resource identification or needs analysis
Evaluate City practices regarding the conservation of natural resources, and update as needed			X		NE-2, 3, 5 UT-7	Resource identification or needs analysis
As part of a comprehensive wayfinding program, identify non-road pedestrian routes, trail connections, and shoreline areas	Under- way	X			PR-42,43, CC-23	Resource identification or needs analysis
Develop or review pre-annexation zoning for the area north of NE 124 th St. and for other parts of the potential annexation area lacking it			X		A-8, 12	Specific area plans/studies
Review existing pre-annexation zoning for property on the northwest corner of NE 116 th St. and Avondale Rd.		X			A-12	Specific area plans/studies

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Regarding the BNSF railway ROW <ul style="list-style-type: none"> • Develop a public involvement process for the ROW • Develop use options for the ROW • Decide on a use for the ROW • Acquire the ROW within the City of Redmond • Develop a specific plan and design standards to guide improvements within the ROW and for development on adjacent properties 		X X X	X X		DT-8 to 10	Specific area plans/studies
Develop a "Great Street" handbook for Cleveland Street to create pedestrian-friendly main street feel			X		DT-42	Specific area plans/studies
Update facility plans for the Downtown		X			DT-7	Specific area plans/studies
Develop a strategy for maintaining Leary Way as a "green gateway"	May be covered by regulatory updates	X			DT-61	Specific area plans/studies
Finalize identification of preferred HCT station areas and corridors	Under-way	X			DT-11, TR-30, LU-43	Specific area plans/studies
Develop station area plans for HCT sites, with a priority for the Downtown and Overlake			X		DT-12, TR-30, LU-43	Specific area plans/studies

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Move forward with components of the Overlake Initiative, including: <ul style="list-style-type: none"> Resolving the "Center" status of Overlake Completing the Economic Neighborhood Initiative goals Developing and adopting an implementation strategy for the Overlake mixed use area Updating the transportation vision and plan for the area 	Planned – '05 to '06 work	X			LU-43, EV-4, TR-1, 2 Council	Specific area plans/studies
Complete Education Hill, North Redmond, and Viewpoint neighborhood plans Complete neighborhood plan updates every 4-5 years	2 under-way; 1 planned for '05 to '06	X Ongoing			NP-1	Specific area plans/studies
Review and update strategy for transportation funding, including considering: <ul style="list-style-type: none"> 30-year bonds; Transportation impact fees; 6-year TIP process 	Planned for '05 to '07	X			TR-17, Council	Strategic planning
Together with partners, develop and implement an economic vitality strategy. As part of this strategy, <ul style="list-style-type: none"> Identify actions needed to develop a sustainable local economy Identify types of businesses, either 	Planned	X			EV-17	Strategic planning
		X			EV-17	

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<p>primary or support, that Redmond lacks and should attract</p> <ul style="list-style-type: none"> As a follow-on to strategy development, identify and consider regulatory updates to allow needed businesses to locate in Redmond Identify “incubating” businesses in Redmond and develop a strategy to retain them as they mature. Identify areas of need for partnerships with the business, non-profit, and other communities to achieve shared goals Identify successful strategies for retaining and recruiting knowledge-based businesses Develop a long-range strategy for investment in the arts 		<p>X</p> <p>X</p> <p>X</p> <p>X</p>			<p>EV-6</p> <p>EV-16,17</p> <p>EV-17</p> <p>EV-15, PR-13</p>	
Identify and provide incentives to retain locally-owned businesses		X			DT-3	Strategic planning
Create an economic and marketing strategy for the Downtown		X			DT-6	Strategic planning

<i>Implementation Action</i>	<i>Status</i>	<i>Short-term (0-2 yrs.) 2005-07</i>	<i>Medium-term (2-5 yrs.) 2007-10</i>	<i>Long-term (5-10 yrs.) 2005-15</i>	<i>Source</i>	<i>Action Type</i>
Develop and implement a strategy to locate additional institutions of higher education in Redmond		X			EV-11	Strategic planning
Meet with business and education community partners to identify barriers to, and opportunities for, expanding the provision of continuing and vocational education in Redmond, allowing residents to be exposed to a range of employment opportunities.		X			EV-11	Strategic planning
Partner with the Chamber of Commerce to develop a S.W.A.T. team to assist with business expansion, retention, and recruitment.	Planned & under-way	X			EV-17,20	Strategic planning
Found the Eastside Economic Development Committee			X		EV-21, Council	Strategic planning
Identify and monitor future technological and economic trends so that the City can proactively accommodate new technologies for the benefit of Redmond citizens		Ongoing			EV-18, UT-3,4,14,33, 49,69,72, 74	Strategic planning
Monitor the opportunity for city involvement in supporting wireless Internet access		Ongoing			UT-78	Strategic planning

Section 2: Community Indicators of Progress toward Goals⁵

This section identifies Community Indicators that will help Redmond measure progress on meeting community goals. The various indicators are divided by goal. Some indicators will be reported annually, others every two years, and others every five years. The objective is to provide a snapshot of Redmond at a meaningful time scale, based on the goals that the community has identified as important. At the end of most sections a few survey questions have been included. These will help express how Redmond citizens perceive their surroundings with respect to the goals.

The following tables include the indicator topic (e.g., forests & wildlife) indicator (e.g., tree canopy), explanation of the measure, and the reporting frequency of the measure.

Goal: Conserve agricultural lands and rural areas; protect and enhance the quality of the natural environment

	Status	Indicator	Explanation	Reporting Frequency
Streams & Wildlife	Already gathered	Stream water quality	<i>Percentage of samples meeting City guidelines for ecological health (tied to Washington State Water Quality Index); number of streams listed as impaired on 303(d) list</i>	1 yr
	Already gathered	Tributary BIBI (Benthic Index of Biotic Integrity) statistics	<i>This index measures stream health by looking at the diversity and abundance of aquatic insects; developed at UW</i>	1 yr
	Already gathered	Washington Department of Fish and Wildlife juvenile and adult fish counts.	<i>Bear Creek adult and juvenile fish counts, using rigorous sampling methods</i>	1 yr
Forests & Wildlife	Moderate effort	Tree canopy	<i>Percentage of Redmond under forest canopy</i>	5 yr
	Already gathered (outside source)	Bird counts	<i>Bird counts at Conrad Olsen and Marymoor Parks</i>	1 yr
Air	Already gathered (outside source)	Redmond air quality	<i>Particulate matter concentrations reported at Redmond City Hall</i>	1 yr

⁵ All data limited to City of Redmond unless otherwise noted.

	Status	Indicator	Explanation	Reporting Frequency
Water	Already gathered	Groundwater withdrawal vs. outside purchases	<i>Total withdrawal of groundwater from City wells compared to outside water purchases by customer type (single-, multi-family, commercial, irrigation);</i>	1 yr
Waste & Recycling	Already gathered	Solid waste / recycling tonnage	<i>Tonnage of waste and recycled materials by building type (single-, multi-family, commercial, construction demolition waste, restaurant/institutional food waste recycling, computer/TV monitor recycling)</i>	1 yr
Open Space & Development	Simple effort	Ratio of land for permanent open space to land for urban development	<i>Ratio of number of acres permanently designated as or in use as open space (Core Preservation Areas and parks) to number of acres designated or in use for urban development</i>	5 yr
	Already gathered	Ratio of achieved residential density to allowed residential density	<i>Ratio of the average achieved density to the average allowed density by residential zone</i>	5 yr
	Simple effort	Total development permitted through TDR program	<i>Total number of Transfer of Development Rights units permitted through the Transfer of Development Rights program</i>	1 yr
	Simple effort	Environmentally sensitive development	<i>Projects built according to City "built green" standards (to be developed) or LEED standards</i>	1 yr
Survey		Clean a) air, b) water; waterways that provide good habitat	<i>Does the City do too much, enough, or not enough to meet the objective?</i>	2 yr

Goal: *Retain and enhance Redmond's distinctive **character** and high quality of life, including an abundance of parks, open space, good schools and recreational facilities*

	Status	Indicator	Explanation	Reporting Frequency
Parks	Already gathered	Total park acreage by type	<i>Total number of acres designated as park land and owned by the City by type (neighborhood, community, resource, local)</i>	2 yr
	Already gathered	Trail miles	<i>Total number of miles of trails by type (backbone, collector, multi-use, hiking only)</i>	2 yr
	Already gathered	Park amenities	<i>Inventory of new park amenities, with different amenities present for different kinds of parks (local, community, neighborhood, resource)</i>	5 yr
	Simple effort	Access to parks	<i>Percentage of dwelling units located within ½ mile of outdoor recreation areas (i.e., parks, school playgrounds, trails)</i>	5 yr
	Already gathered	Grants for recreational amenities	<i>Total number and value of grants awarded for recreational opportunities</i>	2 yr

	Status	Indicator	Explanation	Reporting Frequency
Street Trees	Already gathered	Street trees	<i>Net gain/loss in number of street trees, by neighborhood</i>	1 yr
Maintenance	Moderate effort	Maintenance & Operations expenditures	<i>Person hours (or dollars) expended for maintenance & operations (staff checking on alternative approach for normalizing)</i>	2 yr
Public Safety	Already gathered	Police protection ⁶	<i>Number of uniformed officers per 1000 Redmond residents and per 1000 daytime Redmond occupants</i>	1 yr
	Already gathered	Police calls for service	<i>Total annual calls for Police service, normalized by population and daytime population</i>	1 yr
	Already gathered	Crime statistics ⁶	<i>Number of reports, normalized by population and daytime population, taken for: residential and commercial burglary, motor vehicle prowling (including attempts), motor vehicle theft (including attempts), malicious mischief, violent crimes, noise complaints, abandoned vehicles, underage drinking in public, identity theft, and mail theft</i>	1 yr
	Already gathered	Fire protection ⁶	<i>Number of firefighters per 1000 Redmond residents and per 1000 daytime Redmond occupants</i>	1 yr
	Already gathered	Fire calls	<i>Total annual calls for fire services normalized by population and daytime population</i>	1 yr
	Already gathered	Emergency medical calls	<i>Total annual calls for emergency medical services, normalized by population and daytime population</i>	1 yr
	Already gathered	Fire and emergency medical response times	<i>Average response times for fire and emergency medical calls within the City limits</i>	1 yr
	Already gathered	Fire inspections	<i>Number of inspectable occupancies and buildings by wellhead zone, as well as number inspected – both by wellhead zone</i>	1 yr
	Already gathered	Fire investigation reports	<i>Number of Prevention Division investigation reports, by type (incendiary, accidental, natural, or undetermined)</i>	1 yr
Education	Already gathered (outside source)	Graduation rates	<i>LWSD method: proportion of ninth graders completing high school in four years, less those transferring to another district</i>	1 yr

⁶ Question from Councilmembers: Are there alternative indicators that would provide information regarding outcomes related to public safety? For example, for police protection, could the indicator involve closure rate on Part 1 crimes? For fire protection, could the indicator involve extent of fire damage?

	Status	Indicator	Explanation	Reporting Frequency
Survey		Adequate amount of a) parks, b) open space land	<i>Does the City do too much, enough, or not enough to meet the objective?</i>	2 yr
		Neighborhoods a) feel safe, b) free from speeding cars	<i>Does the City do too much, enough, or not enough to meet the objective?</i>	2 yr
		Adequate park maintenance	<i>Does the City do too much, enough, or not enough to meet the objective?</i>	2 yr
		Redmond's new buildings and landscaping are well-designed, high quality, and attractive	<i>Does the City do too much, enough, or not enough to meet the objective?</i>	2 yr

*Goal: Emphasize **choices** in housing, transportation, stores and services*

	Status	Indicator	Explanation	Reporting Frequency
Land Use & Capacity	Already gathered	Total housing units compared to growth target	<i>Total number of dwelling units with respect to total number expected given growth target</i>	1 yr
	Already gathered	Total amount of commercial space compared to growth target	<i>Total amount of commercial floor area with respect to total amount expected given growth target</i>	1 yr
	Already gathered	Comparison of remaining land capacity to housing and job targets	<i>Number of dwelling units and employees that can be accommodated under current zoning compared to growth targets</i>	5 yr
Access	Moderate effort 1 st time	Access to convenience goods and services	<i>Portion of dwelling units in the city located within ½ mile of retail and service stores that serve daily or weekly needs.</i>	5 yr
Housing	Simple effort	Access to transit	<i>Percentage of dwelling units located within ¼ mile of a transit stop</i>	
	Simple effort	Housing permits issued and units constructed, by unit size	<i>Number of permits issued for housing units, and number of units constructed, by size category: <500, 501-1000, 1001-2000, 2001-3000, >3000 square feet. Compare numbers from year to year.</i>	1 yr
	Already gathered (outside source)	Home sales price and price growth relative to surrounding cities	<i>Median sales price, price growth, and number of sales by price category, for attached and detached homes, stated with respect to regional trends</i>	1 yr

	Status	Indicator	Explanation	Reporting Frequency
Small Business Survey	Simple effort	Number of affordable dwellings created through inclusionary housing program	Number of dwellings constructed per year through program	1 yr
	Simple effort	City investment in affordable housing	City investment in Housing Trust Fund	2 yr
	Simple effort	Innovative & senior housing units created	Number of units constructed in the following categories: cottages; accessory dwelling units; single family attached; size limited; and senior housing (for persons 55 years of age and older). Also, other housing types allowed through the Innovative Housing Ordinance	1 yr
	Already gathered	Proportion of new housing units built through redevelopment	Number of new dwelling units built through redevelopment as a proportion of the total number of units built	1 yr
	Simple effort	Small to medium sized businesses in Redmond	Number of small (2-50 employees) to medium sized (51-100) businesses in Redmond	2 yr
		Adequate housing choices such that a variety of family sizes and ages, from young adults to seniors, can live here	Does the City do too much, enough, or not enough to meet the objective?	2 yr

*Goal: Support vibrant **concentrations** of retail, office, service, residential, and recreational activity in Downtown and Overlake*

	Status	Indicator	Explanation	Reporting Frequency
Growth in Centers	Partially gathered; simple effort	Proportion of City's growth located in Downtown and Overlake Centers	Amount of commercial floor area and number of dwelling units added to the Downtown and Overlake Centers as a proportion of the net amount added citywide	1 yr
Economic Vitality of Centers	Moderate effort	Taxable receipts in Downtown and Overlake Centers	Change in sales tax receipts from one year to the next for a collection of Downtown and Overlake businesses	1 yr
Investment in Centers	Moderate-Large effort	Proportion of public investment in Downtown and Overlake Centers	Total number of public dollars (City, County, State, Federal, and special district) invested in the Downtown and Overlake Centers as a proportion of public dollars spent citywide	2 yr
Downtown Open Space	Already gathered	Downtown open space	Total number of acres of Downtown public open space: parks and native growth protection easements	2 yr

	Status	Indicator	Explanation	Reporting Frequency
Vacancy Rates	Already gathered (outside source)	Commercial vacancy rates	Vacancy rates for retail, office and industrial space, by major market areas, expressed in relationship to regional trends	1 yr
Survey		a) Downtown, and b) Overlake, are lively and friendly for pedestrians	Does the City do too much, enough, or not enough to meet the objective?	2 yr

*Goal: Maintain a strong and diverse economy, and provide a business **climate** that retains and attracts locally owned companies as well as internationally recognized corporations*

	Status	Indicator	Explanation	Reporting Frequency
Economic Indicators	Already gathered (outside source)	Employment growth	Job growth, expressed in relationship to job growth trends in the region	1 yr
	Simple-Moderate effort	Employment by major sectors	Change in number of employees by major NAICS economic sectors, expressed in relationship to job trends in the region	2 yr
	Simple effort	Number of new businesses opened annually	Net increase in number of new businesses that open or relocate to Redmond according to business license data	1 yr
	Simple-Moderate effort	Taxable receipts citywide	Change in taxable receipts from one year to the next: retail, property, and property taxes from new construction	1 yr
	Already gathered	Development permit activity	Number and value of development permits issued	1 yr
	Already gathered (outside source)	Gross leaseable square feet	Total square feet of commercial space available for leasing, by major market areas and property categories (e.g., Class A office space)	1 yr
	Already gathered (outside source)	Median income	Median household income	5 yr if available
	Already gathered (outside source)	Child poverty rate	Percentage of children living in impoverished households within the Lake Washington School District	5 yr if available

	Status	Indicator	Explanation	Reporting Frequency
Employees & Residents	Simple effort	Ratio of residents to employees	<i>Ratio of employees to total number of residents (total and growth for the period)</i>	2 yr
	Already gathered (outside source)	Residential population growth	<i>Population growth, expressed in relationship to regional and statewide trends</i>	1 yr
Survey		Redmond enjoys a friendly business climate with clear and predictable regulations	<i>Does the City do too much, enough, or not enough to meet the objective?</i>	2 yr
		Encourage small or local businesses to locate here	<i>Does the City do too much, enough, or not enough to meet the objective?</i>	2 yr

Goal: *Promote a variety of **community gathering places** and diverse **cultural opportunities***

	Status	Indicator	Explanation	Reporting Frequency
Cultural Opportunities	Simple effort	Grants awarded for historic landmarks	<i>Total number and value of grants awarded for the preservation of historic properties and landmarks</i>	1 yr
	Moderate effort	Public gathering places	<i>Description of creation and enhancement of public gathering places (not necessarily publicly owned) during the year.</i>	1 yr
	Simple effort	Performing arts opportunities	<i>Number of city-sponsored performances by arts groups in Redmond per year</i>	1 yr
Recreation	Already gathered	Publicly-held art	<i>Inventory of changes to Redmond's art collection</i>	1 yr
	Already gathered	Large event attendance	<i>Estimated or actual attendance at Derby Days and Redmond Lights</i>	1 yr
	Already gathered	Total enrollment in recreational and cultural programs by age group	<i>Total number of people enrolled in City recreational and cultural programs by age group: under 5, 5-12, 13-19, 20-49, 50 and up; describe non-City recreation opportunities in narrative (e.g., Little League)</i>	1 yr
Survey		Redmond offers a) locally-oriented community events, b) activities of regional interest, and c) a variety of cultural opportunities	<i>Does the City do too much, enough, or not enough to meet the objective?</i>	2 yr

*Goal: Provide convenient, safe and environmentally friendly transportation **connections** within Redmond, and between Redmond and other communities for people and goods*

	Status	Indicator	Explanation	Reporting Frequency
<i>Ridership & Accidents</i>	Part of TMP monitoring program	Tracking measures	<i>As defined in TMP, indicators such as:</i>	
			<i>-Transit ridership trends</i>	1 yr
			<i>-Motor vehicle traffic trends</i>	1 yr
			<i>-Accident trends</i>	1 yr
<i>Level of Service</i>	Part of TMP monitoring program	Level of service measures	<i>-Downtown pass-through traffic</i>	5 yr
			<i>As defined in TMP, indicators such as:</i>	
			<i>-Local and regional transit service</i>	1 yr
			<i>-Roadway level of service</i>	1 yr
			<i>-Bicycle system implementation</i>	1 yr
			<i>- Pedestrian environment adequacy (Downtown, Overlake, multimodal corridors)</i>	1 yr
			<i>-Pedestrian environment adequacy by TMD</i>	5 yr
<i>Transportation Options</i>	Simple effort	Vehicle lanes, sidewalks, bike lanes	<i>-Pace of growth</i>	1 yr
			<i>-Pace of transportation program investment</i>	1 yr
	Moderate effort	Travel to school	<i>Proportion of students arriving to school by bus (based on LWSD annual survey) plus survey data on other travel modes, as available.</i>	2 yr
	Part of TMP monitoring program	Other objectives	<i>As defined in TMP, indicators such as:</i>	
			<i>-Mode Share (CTR)</i>	1 yr
<i>Survey</i>		Adequate transportation alternatives a) within Redmond, b) connecting Redmond to other places	<i>-All day Redmond resident mode share</i>	5 yr
			<i>-Status of priority action items</i>	1 yr
			<i>-TMP assessment – overall status</i>	5 yr
			<i>Does the City do too much, enough, or not enough to meet the objective?</i>	2 yr

*Goal: Remain a **community** of good neighbors, working together and with others in the region to implement a common vision for Redmond's future*

	Status	Indicator	Explanation	Reporting Frequency
Participation	Moderate effort	Community participation in planning for Redmond's future – citywide and neighborhood	Description of participation in planning events at citywide and neighborhood level throughout the year, other than regularly scheduled meetings such as board meetings	1 yr
	Moderate effort	City-organized major volunteer efforts	Total number of volunteers and (as available) volunteer hours logged as part of major City-organized volunteer efforts (e.g., Arbor Day project)	1 yr
	Simple effort	Total Derby Days float entries	Total number of neighborhood float entries into the Derby Days parade	1 yr
	Simple effort	Neighborhood Matching Fund	Total grants and grant amounts awarded through Neighborhood Matching Fund	1 yr
Human Services	Moderate effort	Service provision to immigrant and refugee communities	Description of City support (including funding) for human service provision to immigrant and refugee communities on the Eastside, aimed at improving the accessibility and relevancy of the services provided	2 yr
	Already gathered	Emergency and transitional housing	Number of people served by emergency and transitional housing	2 yr
	Simple effort	Per capita human services contribution	Level of Redmond's per capital contribution to human services in comparison to per capita contributions of other Eastside cities	2 yr
Regional Coordination	Simple effort	Regional coordination and efficiency in service provision	Specifically, coordination efforts at the sub-regional or regional level, like pooled contracts for human services	2 yr
	Moderate effort	Resources leveraged through community partnerships	Resources leveraged through community partnerships such as Neighborhood Schoolhouse and Social Enterprise	5 yr
Annexations	Already gathered	Total land annexed	Number of acres of land annexed to the City	1 yr
	Already gathered	Total land remaining for annexation	Number of acres of land within PAA not yet annexed	1 yr
Capital Facility Planning	Simple effort	Long-term capital facility planning	Number of functional plans updated to reflect requirements as of 2004 Comprehensive Plan update	1 yr
	Moderate effort	Capital facilities built and remaining to be built	Report on the status of facilities planned-for in the CIP: built, in progress, or not built	2 yr

	Status	Indicator	Explanation	Reporting Frequency
Service on the Web	Moderate effort	Unrestricted revenue dedicated to capital	Percentage of unrestricted general fund dollars dedicated to capital distributed to the following areas: transportation, parks, fire, police, general government, and contingency	2 yr
	Moderate effort	Capital facility funding sources	Amount and percentage of CIP budget from external sources	2 yr
	Simple effort after plan established	Plan-level financial balance	Capital facility dollars needed, as projected from Financial Functional Plan, compared to actual and projected revenue, from both internal and external sources	2 yr
	Simple effort	Online permits issued	Number of online development permits issued as a percentage of total permits issued	1 yr
	Already gathered	Website visits by section	Number of visits to the www.redmond.gov website, by major content sections	1 yr
Permit Services	Already gathered	Time frame for permit reviews	Percent of development permits reviewed within the time frame prescribed by law	1 yr